

The Influence of Leadership Style and Organizational Culture on Work Motivation and Its Impact on Employee Productivity at PT APL Commercialization Division

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Abstract. *The pharmaceutical industry is experiencing significant changes due to rising demands for innovation, pricing pressures, and complex regulations. PT Anugerah Pharmindo Lestari (APL) faces similar challenges in Southeast Asia, including Indonesia. As a digitalization pioneer in pharmaceutical distribution, APL's Commercialisation Division experiences a paradox: sales continue to grow, yet employee productivity does not increase proportionally. This study investigates the impact of leadership style and organizational culture on employee productivity, with motivation as a mediating variable. Using a causal-descriptive method with a cross-sectional design, 85 out of 555 employees were selected through stratified random sampling based on the Slovin formula. Data were collected via Google Forms and analyzed using Path Analysis in SPSS 26 after passing validity, reliability, and classical assumption tests. Most respondents were male, aged 41–50, worked in sales, and had 5–10 years of tenure. Descriptive results show that leadership style, culture, and motivation fall into the excellent category (average 4.21–5.00), while productivity remains in the good category (3.41–4.20). Hypothesis testing reveals that organizational culture and motivation significantly affect productivity. Motivation mediates the effect of organizational culture but does not mediate leadership style. Leadership style also does not directly influence productivity.*

Keywords: Leadership Style, Organizational Culture, Productivity, Motivation

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INTRODUCTION

The global pharmaceutical industry is undergoing substantial transformation due to the growing demand for innovative healthcare products, intensified price competition, rapidly developing technologies, and increasingly complex regulatory requirements (Malerba & Orsenigo, 2015; Gronde et al., 2017; Lakdawalla, 2018; Martins et al., 2025; Song & Han, 2016). These developments require pharmaceutical companies to improve not only technological capabilities and operational efficiency but also the capacity of their human resources to adapt to organizational and market changes. Similar conditions are evident across Southeast Asia, including Indonesia, where digital transformation has become increasingly important for maintaining competitiveness and business sustainability. Within this environment, PT Anugerah Pharmindo Lestari (PT APL) has positioned itself as a pioneer in the digitalization of pharmaceutical distribution in Indonesia, reflecting its commitment to integrating technology into its business processes (Arief et al., 2022).

PT APL has adopted several advanced information technology systems to support its operations. The company implemented SAP ERP and launched an Executive Information System in 2001, followed by a strategic collaboration with IBM in 2018 to strengthen its data infrastructure (Corum, 2024; Alzahmi et al., 2024). These initiatives demonstrate the company's commitment to developing a technology-supported organizational system. Technological investment alone, however, does not automatically produce proportional improvements in employee productivity. The effectiveness of technology depends substantially on employees' ability and willingness to use it, the leadership practices that guide organizational change, and the organizational culture that supports learning, collaboration, and performance. This condition reflects a broader organizational challenge in which technological advancement must be accompanied by appropriate human-capital development and managerial capabilities (Reynolds & Szerszynski, 2016; Tassey, 2020; Sasso & Ritzen, 2019; Awode & Oduola, 2025; Lele & Goswami, 2017; Audretsch & Lehmann, 2017).

This challenge is particularly relevant in the Commercialization Division of PT APL. Internal company data indicate that average net-sales growth reached approximately 13% per year, whereas employee productivity increased by only approximately 5% and showed a declining tendency in 2021. Although sales and productivity continued to develop, the disparity between the two indicators suggests that business growth has not been fully accompanied by proportional improvements in employee work output and efficiency. This situation indicates the presence of internal organizational factors that may constrain productivity despite the availability of technological resources and supporting infrastructure (Kalra et al., 2021; Alsharo et al., 2017; Ali & Anwar, 2021).

The productivity challenge is further complicated by the heterogeneous composition of employees in the Commercialization Division. Some employees joined PT APL through acquisitions involving other companies and consequently brought different organizational experiences, cultural orientations, and expectations regarding leadership practices. The integration of employees from different organizational backgrounds can create difficulties in aligning values, work habits, communication patterns, and performance expectations. If these differences are not managed effectively, they may impede cultural integration, employee adjustment, knowledge transfer, and the development of a shared organizational identity (Sarala et al., 2016; Zhao & Du, 2023; Chang-Howe, 2019; Savović, 2017; Yahiaoui, 2015; DeSantola & Gulati, 2017). Therefore, understanding the organizational factors that influence employee productivity is essential, particularly in a division that performs a strategic role in connecting the company's products, market activities, and customers (Zhenjing et al., 2022; Li et al., 2021; Babapour et al., 2022).

Leadership style represents one of the internal factors that may shape employees' attitudes and productivity. Leadership determines how organizational objectives are communicated, how employees are guided, and how they are encouraged to respond to technological and market changes. In the Commercialization Division of PT APL, leadership practices are perceived as tending to emphasize transactional mechanisms, including administrative coaching and a dominant reward-and-punishment system. Although these practices may provide structure and performance direction, an excessive transactional orientation may limit employee empowerment, intrinsic motivation, creativity, and long-term loyalty. This issue is particularly important in a digitally transforming organization, where leaders are expected not only to supervise employees but also to provide a clear vision, facilitate collaboration, encourage adaptation, and develop employees' capacity to use digital tools effectively.

Organizational culture is another important factor because it provides the values, norms, and behavioural expectations that guide employees in performing their work. PT APL has established the JJSS work-culture framework as a foundation for employee behaviour and organizational performance. Nevertheless, these values have not been fully internalized in employees' daily work practices. The difference between formally established organizational values and their actual implementation may affect employee morale, commitment, cooperation,

and productivity (Pasaribu & Rini, 2025; Syaban, 2026). A formally well-designed culture will produce limited organizational benefits when employees do not consistently understand, accept, and practise its values.

The influence of leadership style and organizational culture on productivity may not occur exclusively through direct mechanisms. Work motivation can serve as an important psychological mechanism connecting organizational conditions with employee behaviour and work outcomes. Leadership practices that provide direction, support, recognition, and opportunities for participation may strengthen employees' willingness to contribute. Similarly, an organizational culture that promotes collaboration, customer orientation, innovation, transparency, and performance recognition may encourage employees to exert greater effort. Motivated employees are more likely to demonstrate persistence, initiative, and commitment in achieving organizational targets. Accordingly, work motivation can explain how leadership style and organizational culture are translated into employee productivity (Hasanuddin & Syamsuddin, 2025; Ariani et al., 2023; Ohemeng et al., 2018; Al-Sada et al., 2017; Abdelwahed et al., 2025; Paredes-Saavedra et al., 2024).

Previous studies have examined the relationships among leadership, organizational culture, motivation, and employee outcomes. Nevertheless, limited quantitative evidence simultaneously evaluates the direct and indirect effects of leadership style and organizational culture on employee productivity through work motivation, particularly within the Commercialization Division of an Indonesian pharmaceutical distribution company. Moreover, the combination of rapid digital transformation, heterogeneous employee backgrounds, incomplete cultural internalization, and disproportionate productivity growth provides a distinctive organizational context in which these relationships require further investigation. This study addresses this gap by positioning work motivation as a mediating variable and by empirically examining the mechanisms through which leadership style and organizational culture influence employee productivity.

Based on this background, the study addresses the following research questions: (1) How are leadership style, organizational culture, work motivation, and employee productivity perceived in the Commercialization Division of PT APL? (2) To what extent does leadership style influence employee work motivation and productivity? (3) To what extent does organizational culture influence employee work motivation and productivity? (4) To what extent does work motivation influence employee productivity? and (5) Does work motivation mediate the effects of leadership style and organizational culture on employee productivity?

Accordingly, this study aims to analyze the influence of leadership style and organizational culture on employee productivity in the Commercialization Division of PT APL, with work motivation serving as a mediating variable. The study is expected to contribute empirically to the organizational-behaviour literature by explaining the direct and indirect relationships among these variables in the context of pharmaceutical distribution. Practically, the findings may assist PT APL in strengthening leadership practices, internalizing organizational culture, improving employee motivation, and developing more effective strategies for enhancing employee productivity.

METHODS

Research Design

This research adopted a quantitative approach with a survey study design. Based on its objectives, this research falls into the explanatory study category, aiming to analyze the influence between variables. More specifically, this research is causal in nature because it seeks to explain the cause-and-effect relationships between the variables studied. The time horizon used is cross-sectional, where data is collected over a specific period. This research was conducted as a field study in the organization's natural environment, namely the Commercialization Division of PT. Anugerah Pharmindo Lestari, with minimal researcher intervention.

Population and Sample

The study population was all 555 employees of the Commercialization Division of PT. Anugerah Pharmindo Lestari. The population breakdown by subdivision is as follows:

Table 1. Distribution of Employees in the Commercialization Division of PT. Anugerah Pharmindo Lestari by Subdivision

Divisions and Sub Divisions	Number of employees	%
Commercialization	555	100%
Sales	481	87%
Non-Sales		
Marketing	24	4%
Medical	14	3%
HR & Operation	19	3%
Regulatory & Compliance	14	3%
Finance	3	1%

The sample size was determined using the Slovin formula with a tolerable margin of error of 8.55%, resulting in a sample size of 110 respondents. The sampling technique used was stratified random sampling, conducted proportionally across divisional strata. The following is the sample distribution by subdivision:

Divisions and Sub Divisions	Population	%	Sample
Sales	481	87%	95
Non-Sales			
Marketing	24	4%	5
Medical	14	3%	3
HR & Operation	19	3%	3
Regulatory & Compliance	14	3%	3
Finance	3	1%	1
Total	555	100%	110

Research Variables

The variables used in this study are: (1) Independent Variable: Leadership Style (X1) and Organizational Culture (X2); (2) Mediating Variable: Employee Motivation (Y); (3) Dependent Variable: Employee Productivity (Z).

Data Collection Methods

Primary data was collected directly from respondents through an online questionnaire. The research instrument used an ordinal scale of 1-5.

Data Analysis Techniques

Data analysis was conducted using SPSS 26 software. The analysis steps included:

Research Instrument Testing

Validity Test: Using the Pearson Product Moment correlation method. An item is declared valid if the correlation value (r) > 0.3 or if the calculated r is greater than the table r at a significance level of 0.05. Reliability Test: Conducted to ensure the stability of the instrument's measurements. Data Transformation: The Successive Interval method is used to convert data from an ordinal scale to an interval scale, which is necessary for parametric analysis such as path analysis. Classical Assumption Tests: Before conducting path analysis, classical assumptions are tested to ensure the adequacy of the statistical model. These tests include: Normality Test: Using the Kolmogorov-Smirnov or Shapiro-Wilk method (depending on the data size) and a P-P plot to

ensure a near-normal distribution of residuals. Multicollinearity Test: Checked using the tolerance value or Variance Inflation Factor to avoid high correlation between independent variables. Heteroscedasticity Test: Conducted using the Glejser Test to ensure consistency of error variance. Autocorrelation Test: To ensure there is no correlation between disturbances.

Descriptive Analysis

Using quantitative descriptive analysis, data was obtained from a 5-point ordinal scale questionnaire (Strongly Agree to Strongly Disagree) and processed by calculating the frequency, percentage, and average value of each item per variable. This was done to analyze the implementation of Leadership Style, Organizational Culture, Motivation, and Productivity among employees in the Commercialization Division of PT. Anugerah Pharmindo Lestari.

Verification Analysis

Using path analysis to test the direct and indirect effects of leadership style and organizational culture on employee productivity through motivation as a mediating variable.

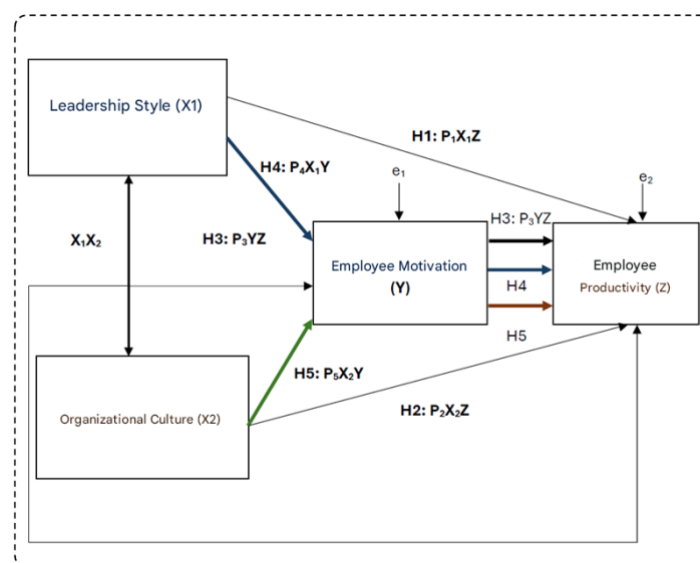


Figure 1. Conceptual Framework of the Relationship between Leadership Style, Organizational Culture, Employee Motivation, and Employee Productivity

RESULTS AND DISCUSSION

This section presents the results of data analysis from 110 respondents from the Commercialization Division of PT. Anugerah Pharmindo Lestari, conducted through descriptive and inferential analysis using path analysis with the assistance of IBM SPSS version 26 software.

Overview of Research Variables

The descriptive analysis shows respondents' perceptions of the research variables. Leadership Style: Very good (mean score 4.41).

Table 2. Descriptive Statistics of Leadership Style (X1)

Indicator	Number of Items	Mean Score	Interpretation
Digital transformation vision	2	4,36	Very Good
Data-driven feedback	2	4,41	Very Good
Use of digital tools	2	4,52	Very Good
Response to change	2	4,35	Very Good
Team collaboration	2	4,40	Very Good
Leadership style	10	4,41	Very Good

Organizational Culture: In the very good category (average score 4.29).

Table 3. Descriptive Statistics of Organizational Culture (X2)

Indicator	Number of Items	Mean Score	Interpretation
Sales Experimentation	2	4,32	Very Good
Customer Focus	2	4,25	Very Good
Use of Analytics	2	4,32	Very Good
Market Responsiveness	2	4,21	Very Good
Performance Transparency	2	4,36	Very Good
Organizational Culture	10	4,29	Very Good

Employee Motivation: In the very good category (average score 4.30).

Table 4. Descriptive Statistics of Employee Motivation (Y)

Indicator	Number of Items	Mean Score	Interpretation
Impact of Contribution	2	4,23	Very Good
Digital Skill Mastery	2	4,41	Very Good
Strategic Freedom	2	4,38	Very Good
Career Opportunities	2	4,13	Good
Competitive Spirit	2	4,37	Very Good
Employee Motivation	10	4,30	Very Good

Employee Productivity: In the good category (average score 4.11).

Table 5. Descriptive Statistics of Employee Productivity (Z)

Indicator	Number of Items	Mean Score	Interpretation
Target achievement	2	4,08	Good
Customer conversion	2	3,98	Good
Sales method innovation	2	3,95	Good
Stakeholder relationships	2	4,29	Very Good
Customer data accuracy	2	4,24	Very Good
Employee productivity	10	4,11	Good

Research Instrument Test Results

All items used to measure leadership style, organizational culture, motivation, and productivity have undergone validity and reliability testing. Validity Test: All questionnaire items were found to be valid, with Pearson coefficients above 0.300. Reliability Test: Cronbach's Alpha values for each variable were above 0.700, indicating that the research instrument is reliable.

Classical Assumption Test Results

Before conducting path analysis, classical assumption testing was performed to ensure the statistical model met the requirements for the Best Linear Unbiased Estimate. Normality Test: The Kolmogorov-Smirnov test results showed an unstandardized residual significance value of 0.066. Since this value is greater than 0.05, it can be concluded that the residual data are normally distributed, thus meeting the normality assumption.

Table 6. Results of the Normality Test

Variable	Kolmogorov-Smirnov Statistic	df	Sig. (p-value)	Interpretation
Unstandardized Residual	0.103	110	0.066	Normally Distributed

Multicollinearity Test: This test was conducted to ensure there was no high correlation between the independent variables. The study concluded that there was no multicollinearity problem among the independent variables, making it suitable for use in path analysis.

Table 7. Results of the Multicollinearity Test

Independent Variable	Tolerance	VIF	Interpretation
Leadership Style (X1)	0.196	5.102	No Multicollinearity
Organizational Culture (X2)	0.196	5.102	No Multicollinearity

Dependent Variable: Employee Motivation (Y)

Heteroscedasticity Test: Glejser's test shows that no indication of heteroscedasticity is found in the model, ensuring consistency of error variance.

Table 8. Results of the Heteroscedasticity Test (Glejser Test)

Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	t-value	Sig. (p-value)	Interpretation
Constant	1.783	1.218	–	1.464	0.146	–
Leadership Style (X1)	0.017	0.058	0.063	0.288	0.774	No Heteroscedasticity
Organizational Culture (X2)	-0.012	0.063	-0.041	-0.187	0.852	No Heteroscedasticity

Path Analysis Results and Hypothesis Testing

Path analysis was used to test the direct and indirect effects of leadership style and organizational culture on employee productivity, with motivation as a mediating variable.

The Effect of Leadership Style on Employee Productivity

The analysis results show that leadership style did not significantly influence employee productivity in the Commercialization Division of PT. Anugerah Pharmindo Lestari. This finding indicates that, although the perception of leadership style was in the very good category, this factor has not been able to directly significantly increase employee productivity.

The Effect of Organizational Culture on Employee Productivity

Organizational culture was shown to significantly influence employee productivity. This confirms that a strong and positive culture plays a crucial role in creating a conducive work environment, which ultimately contributes to improved employee performance.

The Effect of Employee Motivation on Employee Productivity

Employee motivation was shown to significantly influence employee productivity. High employee motivation, which was also in the very good category based on the descriptive analysis, indicates that employee enthusiasm and internal drive are important factors in achieving targets and optimal performance.

The Mediating Role of Employee Motivation

Motivation Mediation between Leadership Style and Productivity: Employee motivation was not shown to mediate the influence of leadership style on employee productivity. This is consistent with the finding that leadership style itself does not directly influence productivity. Although leadership style is considered very good, the mechanism linking it to motivation for productivity has not been effectively established in the context of this study.

Motivational Mediation between Organizational Culture and Productivity: Employee motivation significantly mediates the effect of organizational culture on employee productivity. The path analysis also shows that organizational culture has a direct and significant effect on employee motivation (path coefficient of 0.874 with a significance value of 0.000). This suggests that a strong and positive organizational culture not only directly increases productivity but also does so by generating high work motivation among employees.

The findings of this study highlight the complexity of the relationship between leadership style, organizational culture, work motivation, and employee productivity in the context of PT. Anugerah Pharmindo Lestari. Although leadership style and employee motivation were rated as excellent, employee productivity remained in the good category, indicating a gap that requires further attention (Hajiali et al., 2022; Kim et al., 2018; Megawaty et al., 2022). The absence of a significant effect of leadership style on productivity suggests that existing leadership practices, which tend to be transactional and less empowering, may not be fully effective in optimizing performance (Young et al., 2021; Ambad et al., 2021; Mohiuddin, 2017; Setiawan et al. 2021, Chakkaravarthy & Bhaumik, 2025). This aligns with the finding that motivation does not mediate the effect of leadership style on productivity. This indicates the need to reevaluate how leadership style is translated into daily practice and consider other barriers that may hinder productivity, such as incentive systems, process innovation, and marketing strategies, to significantly improve performance. Conversely, the strong role of organizational culture in influencing employee motivation and productivity confirms the importance of internalizing strong organizational values (Tadesse Bogale & Debela, 2024; Nam & Park, 2019; Faturrahman & Yuniawan, 2023). A conducive culture can directly increase productivity and, indirectly, through increased employee motivation. This supports the view that when employees feel supported and empowered by an authentic work culture, they are more likely to demonstrate optimal and sustained performance. Therefore, strengthening organizational culture can be a key path to increasing motivation and, ultimately, employee productivity.

CONCLUSION

Leadership style was not proven to have a significant direct impact on employee productivity in the Commercialization Division of PT. Anugerah Pharmindo Lestari. Although the leadership style at PT. APL was assessed as very good descriptively, this factor was not directly a major determinant of productivity improvement. This finding suggests that the role of leadership needs to be reevaluated, not only as a director but also as a facilitator of employee capability development. Organizational culture was proven to have a significant impact on employee productivity in the Commercialization Division of PT. Anugerah Pharmindo Lestari. This confirms that a strong and positive culture plays a crucial role in creating a conducive work environment, which ultimately contributes to improved employee performance. Employee motivation was proven to have a significant impact on employee productivity in the Commercialization Division of PT. Anugerah Pharmindo Lestari. When motivation is high, due to feeling appreciated, supported, and empowered, employees tend to demonstrate optimal and sustainable performance. The higher the level of motivation, the higher the level of productivity achieved, making motivation a key variable in achieving overall divisional performance. Employee motivation was not proven to mediate the influence of leadership style on employee productivity in the Commercialization Division of PT. Anugerah Pharmindo Lestari. This is consistent with the finding that leadership style itself has no direct effect on productivity, indicating that the mechanism linking leadership and motivation to productivity is ineffective. Employee motivation significantly mediates the influence of organizational culture on employee productivity in the Commercialization Division of PT. Anugerah Pharmindo Lestari. A strong and positive organizational culture not only directly increases productivity but also more optimally does so by generating high work motivation among employees. Overall, organizational culture is a key pathway that directly contributes significantly to employee productivity.

SUGGESTION

This research shows that organizational culture has a significant influence on employee productivity, both directly and indirectly through motivation, enriching the study of organizational behavior in the pharmaceutical industry. For the future development of human resource management theories and models, greater emphasis should be placed on building a conducive organizational culture oriented toward values that can stimulate intrinsic employee motivation, such as collaboration, innovation, and performance recognition. Future research is recommended to expand the scope of other variables that can influence productivity, such as job

satisfaction, employee engagement, or work-life balance. Furthermore, comparative research can be conducted across divisions or with other companies in the same industry to strengthen the generalizability of the findings. A longitudinal method is also recommended to track changes in the influence of variables over time. Strengthen and instill a more structured, measurable, and internalized organizational culture across all levels of employees. Strengthening an organizational culture that encourages transparency, analytical mastery, and customer orientation needs to be continued and sharpened. Boost employee motivation by providing meaningful work challenges, career development opportunities, and recognition for contributions. These efforts will not only increase short-term productivity but also build loyalty and long-term sustainability of organizational performance. Re-evaluate how leadership functions not just as a director, but also as a facilitator of employee capability development. Focusing on other aspects such as reward systems, process innovation, and marketing strategy improvements, as well as digital skills development, can be more relevant strategies for increasing productivity sustainably. Designing more effective leadership development programs, work culture, and employee motivation is crucial to achieving higher productivity.

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